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FROM: J. Tyler McCauley
Auditor-Controller

SUBJECT: **PROBATION DEPARTMENT – SECOND STATUS REPORT ON THE
IMPLEMENTATION OF RECOMMENDATIONS CONTAINED IN THE
MANAGEMENT AUDIT REPORT PHASE II ACTION PLAN**

In August 1999, the Probation Department issued an Action Plan addressing each of the 68 audit recommendations found in our Phase II Probation Management Audit Report. In March 2000, we issued our first progress report verifying Probation's status in implementing the audit recommendations. Specifically, we reviewed 15 recommendations and found that the Department had implemented ten, and appeared to be conscientiously pursuing the implementation of recommendations noted as in-progress.

APPROACH

Attachment 1 is Probation's updated Action Plan as of October 2000. Through reviews of documentation and interviews with Probation staff, we verified the status of 25 recommendations related to Adult Supervision, Adult Investigation, Juvenile Education, Juvenile Services, and Grant operations (Attachment 2).

STATUS OF THE RECOMMENDATIONS

Our review verified that Probation's reported recommendation statuses were accurate and that the Department has continued making progress in implementing the audit recommendations. Of the 68 recommendations contained in the Auditor-Controller's report, the Department indicates that it has implemented 52 recommendations and is in the process of implementing most of the remaining 16 recommendations within the next

12 months. The Department's ability to implement certain recommendations is contingent upon obtaining enhancements to its computer systems. The following is the status of the recommendations we reviewed during this period.

Juvenile Services

The audit recommended that Probation cross-train camp staff in order to have sufficient staff available to teach minors. The audit also recommended that Probation emphasize the merits of the Residential Treatment Services Program (RTSP) to camp staff while holding camp directors accountable for ensuring minors receive applicable RTSP services. The audit also recommended that Probation hold Aftercare probation officers accountable for completing the R.A.N./caseplan and using the caseplans when providing services to minors once they are released from camp into the Probation Aftercare program.

At the time of our original review, the Department's RTSP consisted of six program modules designed to address juvenile risk behaviors that are commonly associated with criminal activity. The modules also provided life skills training to help facilitate the successful reintegration of minors back into the community. Since our review, the Department restructured the module program to include 11 modules. The five additional modules permit instructors and minors to have discussions that are more thorough.

Probation also revamped its training program for new or recently promoted Probation officers. This program emphasizes the importance of the 11 treatment modules in the RTSP and trains Probation officers to teach all modules. We visited three Probation camps and noted that the majority of camp staff had completed the RTSP training. We also noted that each camp has designated a primary and backup Probation officer responsible for teaching the modules. Additionally, Probation management estimates that all camp directors will receive RTSP training by March 2001. Management is also developing reports to track the number of minors that complete the RTSP.

The R.A.N./caseplan is the basis for determining a minor's treatment during each phase of the camp and aftercare program. During our original audit, none of the 25 aftercare R.A.N./caseplans had been completed. As part of our follow-up review, we sampled 20 R.A.N./caseplans and found that 95% (19 of 20) were fully completed.

Of the four Juvenile Service recommendations reviewed, we consider three to be implemented and one to be in-progress.

Juvenile Educational Services

The audit recommended that Probation ensure minors receive 300 minutes of education each school day by beginning school movements well in advance of the start of the school session, minimizing the use of minors performing orderly duties, and requesting that the Juvenile Court and Community Schools (JCCS) notify Probation whenever a

minor fails to report to his/her designated Community Education Center. In addition, the report recommended that Probation management ensure that Probation officers continue to refer juveniles for special education assessment, speech therapy, and/or psychological counseling.

Probation is making a conscientious effort to ensure all students required to attend school do so. For example, each camp maintains a daily population sheet that records all minors available for school, along with the name and justification of minors not attending school. The population sheets document the beginning and ending school movement times for both morning and afternoon school sessions. Probation management also issued memos to camp directors reiterating its policy of not allowing minors to perform orderly functions during school hours.

Our observation of school movements at three Probation camps (Scott, Scudder and Holton) found that school movements were begun at least 10 minutes in advance of school start time and that all minors were in class no later than five minutes after the scheduled school starting time. In addition, at Camp Scott, the one minor we noted performing orderly duties was properly recorded on the attendance sheet as having already obtained her high school diploma.

On September 30, 1999, Probation management requested that JCCS notify Probation when juveniles do not report to their designated Community Education Center and conversations with Probation staff disclosed that communication between the two organizations has improved. In October 1999, Probation management reemphasized to staff the need to refer juveniles who have special needs to JCCS for evaluation. During our camp visits, we interviewed several Probation officers as well as school staff regarding special needs evaluations. Each Probation officer we met with was familiar with the steps necessary to request an evaluation.

We consider the five Juvenile Education recommendations to be implemented.

Adult Investigation

The audit recommended that Probation management develop both short and long-term solutions for increasing the timely submission of investigative reports to the courts. Other recommendations to help reduce late court reports included implementing a time accountability system and monitoring Probation officers for compliance with established standards. The audit also recommended that Probation finalize its Department Network and Intranet proposals and strengthen input controls to improve the integrity of information contained in the Adult Probation System.

Probation management's short-term solutions for improving the timeliness of investigative court report submission included the recruitment of staff to fill vacant adult investigation positions. Long-term solutions include the implementation of an electronic transmission of court reports to the courts. This system will enable Probation officers to

type and submit their own reports electronically to the courts. Full implementation requires additional funding for computer equipment as well as Court approval.

To assist Probation in monitoring staff productivity, Probation management receives several monthly computer reports. For example, one report indicates the number of completed adult investigative reports and the percentage of late reports. Probation also receives a report that indicates the number of court reports never received. Probation management requires that Probation directors review these reports and follow up on all exceptions. Probation management also has established a time accountability system that requires Probation officers to document each case worked and the hours required to complete the case. However, full implementation of the system requires support from the Probation Labor Union 685.

Probation has improved the integrity of information in the Adult Probation System (APS) by providing refresher training to all Probation officers who utilize the system. In addition, the Department has added controls to prevent unauthorized APS' transactions and has developed mandatory input fields to ensure consistent data entry. Probation management has also developed several monthly reports to use in monitoring Probation officer compliance with established standards. These reports document those cases that APS identifies as not in compliance with their probation requirements.

Of the five recommendations reviewed, we consider three to be implemented and two to be in-progress.

Adult Supervision

The audit recommended that Probation establish standard procedures for orientating new probationers and monitoring Probation officers for compliance with these procedures. The audit also recommended that Probation improve its monitoring of probationers by following up on probationers who submit incomplete monthly mailers and by enforcing the court orders of probationers assigned to specialty caseloads. Implementation of an internal compliance team and training in the use of APS was recommended to assist Probation officers in their monitoring efforts. The audit also recognized a need for a time accountability system to hold Probation officers accountable for time spent during scheduled work hours.

It is Department policy that all new probationers will receive an orientation within the first 30 days following the date of sentence or release from custody. In our original audit, we noted significant differences in the way Probation offices orientated probationers. Probation management has since standardized the orientation process. Our review of 60 case files noted that Probation officers are now orientating probationers using one of two standard methods (i.e., group orientation or individual). Management uses its monthly management reports to identify and contact those probationers that have not received an orientation.

Once on probation, probationers are required to maintain contact with their Probation officer on a monthly basis. To meet their reporting requirement, probationers generally submit a monthly mail-in report to their Probation officer. During our original audit, we noted several case files with incomplete or missing mailers. In May 2000, Probation implemented a pilot project utilizing Kiosk technology in order to assist Probation officers in monitoring defendants. New probationers assigned to one of the two selected offices now report monthly using the Kiosk. The Department estimates it will have Kiosk technology available at each district office by year-end 2002.

In January 2000, the Probation Department began hiring 60 additional Probation officers to assist in the restructuring of its adult services operations. To improve its monitoring of probationers, the Department assigned several of these additional officers to its compliance team. The compliance team is responsible for reviewing selected Probation officer case files for compliance with the court ordered conditions of probation. For each probationer found not to be in compliance, the team takes the appropriate action (e.g., violating the probationer and scheduling a court date, etc.).

Our audit found that Probation officers did not always properly utilize APS to document their monitoring of assigned cases. To assist Probation officers in this area, Probation management provided them with refresher training on the use of APS. Our review found that Probation officers are doing a better job of documenting their monitoring efforts. For example, our review of 20 probationer case files disclosed that the Probation officers had made detailed chronological entries throughout each probationer's term of probation.

Probation established specialty caseload units to ensure probationers whom the Department believes have a higher risk of re-offending, and extensive conditions of probation, receive adequate supervision. We reviewed 10 cases (five High Risk Offender cases and five Narcotic Testing cases) to evaluate Probation officer compliance with Department policy governing the supervision of specialty cases. Our review of cases from the Department's High Risk Offender Unit disclosed that the Probation officers complied with the Department's supervision policy. However, we noted that the Narcotics Unit was not testing probationers for narcotics usage in accordance with the Department's established testing policy. In each instance, the probationer received testing once per month when the Department's policy required more frequent testing.

Probation requires each employee to account for their time while on duty, whether in the office or in the field. Our original audit found that Probation did not have an adequate system in place to account for a Probation officer's time while on duty. To improve accountability over its Probation officers, the Department now requires Probation officers to complete an "Out-of-Office County Business Itinerary Form" and a "Mileage Report" whenever they leave the office on business. Probation supervisors/directors review each form for completeness and accuracy. We sampled Probation officer itineraries and mileage reports and noted the forms to be complete, with all dates and locations coinciding with each other.

Of the ten recommendations reviewed, we consider eight to be implemented and two to be in-progress.

Grants

The audit recommended that the Department ensure that the Grant Services Office had a sufficient number of qualified staff to properly administer grant programs.

Since our initial review, the Grant Services Office has filled its vacancies and now has four line staff and one supervisor. According to Probation management, the Grant Services Office section is staffed adequately to handle the Department's four active grants.

We consider this recommendation implemented.

FUTURE FOLLOW UPS

Probation has made a conscientious effort to implement the audit's recommendations and has established realistic completion dates for the 16 recommendations that remain in progress, the great majority of which should be implemented within this calendar year. One of these recommendations, improving the timeliness of investigative reports submitted to the court, requires the court's approval and cooperation in accepting electronically submitted reports as well as funding.

The Department reviewed our report and it concurs with the status of the recommendations. Because of the substantial progress made in implementing the recommendations and Probation's conscientious efforts to implement the remaining recommendations, unless otherwise directed by the Board of Supervisors, this will be our last status report. We recommend that Probation provide the Board with an updated status in six months.

Please call me if you have any questions, or your staff may contact Pat McMahon at 974-0301 or DeWitt Roberts at 893-0973.

JTM:PTM:DR
Attachments

c: David E. Janssen, Chief Administrative Officer
Richard Shumsky, Chief Probation Officer
Violet Varona-Lukens, Executive Officer
Public Information Office
Audit Committee

PROBATION DEPARTMENT MANAGEMENT AUDIT PHASE II
Recommendation Status Report as of October 1, 2000

Attachment 1

AUDIT RECOMMENDATION	PROBATION ACTION STEPS	STATUS	DATES/ADDITIONAL NOTES
Recommendation 1: Continue to emphasize the merits of the Residential Treatment Services Programs and maintain the treatment modules as a requisite of a minor's progression through the residential treatment program. (p. 9)	<ul style="list-style-type: none"> • Include the modules in the departmental CORE training that is given to new camp staff. • Redesign and reformat modules to increase the effectiveness of service delivery. 	<ul style="list-style-type: none"> • Implemented • Implemented 	<ul style="list-style-type: none"> • July 1999 • June 2000
Recommendation 2: Ensure that the appropriate staffing level is monitored and maintained. (p. 9)	<ul style="list-style-type: none"> • Hire/promote sufficient staff. • Fill all camp items as soon as possible. • Monitor staffing and ensure adequate staffing levels are maintained. 	<ul style="list-style-type: none"> • Implemented • Implemented • Implemented 	<ul style="list-style-type: none"> • April 2000 • April 2000 • Monitoring done on a monthly basis with a report completed at the end of each month.
Recommendation 3: Ensure all camp staff are cross-trained so module components are available to minors through phases II and III of the camp program. (p. 9)	<ul style="list-style-type: none"> • Ensure sufficient staff have been cross-trained to ensure module component expertise is routinely available. • Provide on-going cross-training (See Recommendation 1, Action Step 1). • Quarterly sample 10% of camp case files to verify that modules were provided, and implement corrective action where needed. 	<ul style="list-style-type: none"> • Implemented • Implemented • Implemented 	<ul style="list-style-type: none"> • June 2000 • On-going training will be provided as part of CORE curriculum. • June 2000
Recommendation 4: Continue to hold camp directors accountable for providing the level of program services prescribed by the RTSB Manual. (p. 9)	<ul style="list-style-type: none"> • Require that camp directors' performance be evaluated yearly to determine their compliance with required program. • Provide training to all camp directors on services prescribed by the RTSB Manual. • Develop appropriate management reports to use in monitoring camp director compliance with service level requirements. 	<ul style="list-style-type: none"> • Implemented • In Progress • In Progress 	<ul style="list-style-type: none"> • Began July 1999 – Each camp program audited annually for compliance to measure directors' performance. • Target date for completion is March 2001. • Target date for completion is March 2001.

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Recommendation 5: Probation management develop an Aftercare Program implementation plan that: <ul style="list-style-type: none"> Guides the implementation process with specific steps in incremental stages. Links appropriate staffing levels and commensurate training schedules to operations and includes specifications for outcome measurement to be used to reassess Program design after a six-month pilot period. Clearly delineates responsibilities for all operations necessary to achieve Program goals and specific time frames for achieving them. Defines the communication and reporting requirements necessary to monitor the implementation process. (p. 11) 	<ul style="list-style-type: none"> Develop and implement a Community Care Transition Program ("Aftercare") Operational Manual. Identify appropriate staffing levels. Add sufficient staff based on budgeted resources. Hold regular meetings between staff at each organizational level to communicate issues, monitor results, and reinforce reporting requirements. Define and implement outcome measures. Define implementation roles and responsibilities. Develop specific objectives and expected results and milestones. Develop specific action steps and relevant details. Define resource requirements. Establish communication/reporting process. Establish accountability procedures. Review and monitor implementation. 	<ul style="list-style-type: none"> Implemented Implemented Implemented Implemented Implemented Implemented Implemented Implemented Implemented Implemented Implemented 	<ul style="list-style-type: none"> November 1999 October 1999 October 1999 October 1999 November 1999 November 1999 November 1999 October 1999 October 1999 November 1999 November 1999 December 1999
Recommendation 6: Probation management to develop a method for assigning cases equitably among probation officers, and in regions where there is a high concentration of offenders, consider assigning more than one probation officer. (p. 13)	<ul style="list-style-type: none"> Develop a process to ensure an equitable distribution of cases to each DPO in Aftercare. Monitor caseloads regularly. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 November 1999
Recommendation 7: Probation management to develop productivity standards for acceptable case management. (p. 13). Establishment of standards to measure timeliness of case transfers from Aftercare into regular supervision.	<ul style="list-style-type: none"> Identify appropriate work measures. Formally notify DPOs of performance measures/expectations. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 November 1999

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Recommendation 8: Probation management to implement accountability measures that will motivate employees to achieve standards. (p. 13)	<ul style="list-style-type: none"> Formally notify DPOs of performance measures/expectations. Develop monthly management reports to reflect the performance of each DPO relative to specific outcome-based measures such as contacts, reporting violations, and school enrollment. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 November 1999
Recommendation 9: Probation management to actively monitor staff performance against set standards on an on-going basis and initiate corrective action as needed to improve employee performance. (p. 13)	<ul style="list-style-type: none"> Instruct Supervisors to review management reports with each DPO on a monthly basis and initiate corrective action as appropriate. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> November 1999
Recommendation 10: Probation management to reinforce the need to transfer cases from Aftercare to regular supervision timely. (p. 14)	<ul style="list-style-type: none"> Require the reinforcement in monthly unit meetings the need to transfer cases in a timely manner from Aftercare to regular supervision. Closely monitor compliance with case transfer standards. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 November 1999
Recommendation 11: Probation management hold probation officers accountable for completing the R.A.N./caseplan, monitor the completion of the R.A.N./caseplans and use them to ensure that probation officers are providing juveniles with necessary treatment. (p. 15)	<ul style="list-style-type: none"> Provide Aftercare DPOs with additional training regarding the completion of the R.A.N./caseplan. Develop monthly management reports to enable monitoring of DPO compliance with Department's performance requirements for completing R.A.N.s. Formally notify DPOs of the Department's performance expectations. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 December 1999
Recommendation 12: Probation management to maintain and ensure the timely transfer and receipt of critical information regarding a juvenile probationer's transfer between camp and Aftercare and monitor the process to ensure that notification is made to the Aftercare office at least ten days prior to the minor's transfer. (p. 16)	<ul style="list-style-type: none"> Develop step-by-step instructional directive and training packet to ensure the timely and smooth transition of minors back into the community. Provide appropriate training on guidelines and timelines for transferring a minor 's paperwork to Aftercare. Develop Aftercare information gathering and reporting mechanisms to determine transfers 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> April 1999 April 1999 October 1999

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Recommendation 12 (cont'd)	<ul style="list-style-type: none"> that are late or incomplete. Instruct each Camp Director to ensure that Supervising Deputy Probation Officers meet with P.O. found to not be transferring paperwork within the 10-day time period and to take necessary corrective action. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> April 2000
Recommendation 13: Reinstate the Camp Community Liaison, or equivalent position, that is responsible for coordinating the timely transfer of documentation from camp to Aftercare. (p. 16)	<ul style="list-style-type: none"> Reinstate the Camp Community Liaison, or equivalent, position at each camp location. Ensure that the Camp Community Liaison maintains responsibility for coordinating paperwork transfer and disseminating information. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 November 1999
Recommendation 14: Ensure Aftercare probation officers participate in the camp Transition Conference. (p. 17)	<ul style="list-style-type: none"> Instruct the camp DPO to make telephonic contact with the pre-assigned field Aftercare DPO at least 30 days prior to the minor's release. This contact will facilitate discussion of post-camp plans and instructions for the minor and his or her parents or guardians. Funding and travel distances limit face-to-face conferences. Audit 10% of cases to ensure telephonic contact has taken place. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> December 1999 January 2000
Recommendation 15: Ensure that Aftercare probation officers follow-up timely if minors do not initiate contact within the 72-hour period. (p. 17)	<ul style="list-style-type: none"> Require that Aftercare P.O.s monitor to ensure all assigned minors report within 72 hours of camp release. Aftercare officers initiate contact with all minors that do not comply. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> December 1999 December 1999
Recommendation 16: Probation management evaluate and review the consultant's report, implementing those performance measures that they believe are the most relevant to the achievement of program goals and those that will provide the Department with the best measures for evaluating the quality of its juvenile services. (p. 17)	<ul style="list-style-type: none"> Review the consultant's performance measures. Implement those measures that are valid and practical indicators of program objectives. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 Measurements have been developed as part of the Department's Strategic Plan.

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AUDIT RECOMMENDATION	PROBATION ACTION STEPS	STATUS	DATES/ADDITIONAL NOTES
Recommendation 17: Probation management to discontinue the practice of allowing juveniles to attend only one session of school and monitor school attendance to ensure that each available juvenile receives at least 240 minutes of education per day. (p. 20)	<ul style="list-style-type: none"> Discontinue the practice of allowing juveniles to attend only one session of school. Implement 300 minutes of education for each minor by July 1, 1999. Monitor school attendance to ensure each minor available receives 300 minutes of education each school day. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> July 1999 July 1999 July 1999
Recommendation 18: Probation management to coordinate with the Juvenile Court and Community Schools to ensure Juvenile Court and Community Schools is aware of the number of juveniles available for school each morning. (p. 20)	<ul style="list-style-type: none"> Jointly implement a process to ensure timely communication of ward population to ensure sufficient teacher coverage. Identify at each facility the baseline population for which the school regularly staffs. Each day, the school scheduler contacts the facility's administrative office to determine the number of minors requiring teaching services for that day. This number is available for the following school day by 5:00 p.m. (camps) or Midnight (halls) of the previous day. Provide this figure by 7:00 a.m. each school morning. Only prevent wards from attending school due to health problems, fighting, new detainees that have not been cleared by the medical staff, and when staff disclose wards' pre-planned disturbances. Follow-up with LACOE in the event school staff do not initiate teacher scheduling. 	<ul style="list-style-type: none"> Implemented Implemented Implemented Implemented Implemented Implemented 	<ul style="list-style-type: none"> July 1999 July 1999 July 1999 July 1999 July 1999 July 1999
Recommendation 19: Probation management to minimize the use of juveniles in performing orderly duties during school hours. (p. 20)	<ul style="list-style-type: none"> Instruct P.O. staff to discontinue orderly duties performed by juveniles when those duties conflict with the ability to provide 300 minutes of education per day. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> July 1999

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Recommendation 20: Probation management monitor school attendance at Camp Scudder and the other camps to ensure that juveniles receive at least the minimum required daily minutes of education. (p. 22)	<ul style="list-style-type: none"> Effective July 1, 1999, discontinue camp paid crews. Require all minors to attend school 300 minutes per day. (Fire Camp Routh will continue with adult night and weekend classes). Fire Camp Paige will average 300 minutes over each two week period. Probation managers ensure reasons for absences are documented on population counts. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> July 1999 July 1999 July 1999
Recommendation 21: Probation management, in concert with Juvenile Court and Community Schools (JCCS), begin scheduling school movements well in advance of the start of the school session to ensure that movements do not interfere with juveniles receiving the maximum number of available minutes of education per day. (p. 24)	<ul style="list-style-type: none"> Streamline school movement procedures. Monitor daily reporting of movement times. Notify the Principal when students cannot be available on time due to security or health concerns. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> July 1999 July 1999 July 1999
Recommendation 22: Probation management discuss with JCCS management the feasibility of implementing a 300-minute school day at Barry J. Nidorf Juvenile Hall. (p. 24)	<ul style="list-style-type: none"> Implement a revised education timeframe of 300 minutes. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> July 1999
Recommendation 23: Probation management to work with JCCS to increase the level of communication between the two organizations in an effort to ensure JCCS is aware of all scheduled juvenile furloughs and graduation. (p. 26)	<ul style="list-style-type: none"> Instruct all camp DPOs to send copies of individual minor's Aftercare plans to the camp school and retain a copy of notifications for Probation files. Schedule periodic meetings with JCCS management in an effort to increase communication. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> July 1999 Monthly meetings began in May 1999.

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Recommendation 24: Probation management to require Aftercare probation officers to monitor to ensure that each juvenile reports to his/her assigned Community Education Center (CEC) within 72 hours of the juvenile's release from camp. (p. 26)	<ul style="list-style-type: none"> See Recommendation 15. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> December 1999
Recommendation 25: Probation management to emphasize the importance of juvenile education to Probation staff and ensure that education is given the proper prioritization in the Department's juvenile rehabilitation program. (p. 26)	<ul style="list-style-type: none"> Implement the 300-minute school day. Increase officer's awareness of the importance of education through Literature and Statistical information on the juveniles. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> July 1999 October 1999 and the Department will continue to emphasize the importance of education on an on-going basis.
Recommendation 26: Request that JCCS notify Probation whenever a juvenile on probation fails to report to his/her designated Community Education Center (CEC). (p. 26)	<ul style="list-style-type: none"> Probation management forward a formal request to JCCS requesting timely notification when juveniles do not report to their designated CEC. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> September 1999
Recommendation 27: Probation management ensure that probation officers continue to refer juveniles to JCCS for special education assessment, speech therapy and/or psychological counseling. (p. 27)	<ul style="list-style-type: none"> Reemphasize to DPOs the need to refer juveniles who may have special needs to JCCS for evaluation. Instruct (re-issue) DPOs to begin using the "Request for School Evaluation" form in the camps. Probation management monitor the appropriate use of the evaluation form. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> February 1999 October 1999 October 1999
Recommendation 28: Open discussions with the Los Angeles County Office of Education (LACOE) to discuss payment for	<ul style="list-style-type: none"> Probation management initiate discussions with LACOE representatives regarding appropriate sharing of operating expenses. 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Plan to begin discussions with LACOE by January 2001.

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its share of the expenses incurred (rent, utilities, maintenance, etc.) in operating Probation buildings. (p. 28)			
Recommendation 29: Consider requesting a change in statutory authority that would require the Los Angeles County Office of Education (LACOE) to pay its share of occupancy costs to the Probation Department. (p. 28)	<ul style="list-style-type: none"> Inform Board of the need to change statutory authority regarding payment of LACOE share of expenses, if necessary. If directed, provide the Board with the necessary assistance in requesting a change in the statutory authority. 	<ul style="list-style-type: none"> In Progress In Progress 	<ul style="list-style-type: none"> Implementation date dependent upon outcome of Recommendation 28.
Recommendation 30: Probation management to maintain complete records for all minors detained at its facilities to provide decision-making capabilities and historical documentation. (p. 30)	<ul style="list-style-type: none"> Provide staff with training on how to complete the forms and monitor for adherence. Probation management look at technology solutions appropriate for maintaining records. 	<ul style="list-style-type: none"> Implemented In Progress 	<ul style="list-style-type: none"> November 1999 This recommendation is dependent upon identifying additional funding for systems development, implementation, and maintenance. At this time no funding is available.
Recommendation 31: Probation management to require consistent record keeping formats among juvenile institutions. (p. 30)	<ul style="list-style-type: none"> Standardize record-keeping formats among Juvenile Institutions. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> January 2000 - The Department will look at technology solutions if funding becomes available (See Recommendation 30).
Recommendation 32: Probation management to utilize information technology to avoid duplication of efforts and more efficiently maintain, retrieve and update juvenile population information. (p. 30)	<ul style="list-style-type: none"> Refer to response to Recommendation 30, Action Step 2. Implement JCMS to consolidate information technology and manual processes into one platform. 	<ul style="list-style-type: none"> In Progress In Progress 	<ul style="list-style-type: none"> See Recommendation 30 Target date for completion is January 2001. No funding needs anticipated beyond those already identified in the JCMS development proposal.
Recommendation 33: Probation management to develop short and long-term strategies for increasing the timely	SHORT-TERM STRATEGIES: <ul style="list-style-type: none"> Recruit staff to fill budgeted adult investigation items. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> Began in the fall of 1998 with recruitment on-going.

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<p>submission of probation officers' investigation reports to the courts. (p. 33)</p> <p>Recommendation 33 (cont'd)</p>	<ul style="list-style-type: none"> Monitor the report submission process. Develop a specific screen in the Adult Probation System to monitor court reports not submitted on time. Investigate the reasons for reports not being submitted timely and take appropriate corrective action. <p>LONG-TERM STRATEGIES:</p> <ul style="list-style-type: none"> Implementation of the Department's computer automation plan. This involves the development of an Intranet (network), which will provide a framework to enable Deputy Probation Officers (DPO) to transition to typing their own reports. Eventually, court reports will be submitted directly to court via the Department's Intranet. Movement of the court report through the entire process will be done electronically, alleviating the need for courier services. Phased implementation of the Department's Automation Plan will occur in the following order: <ul style="list-style-type: none"> Develop Intranet Implement Pilot Court Report Program Implement Court Report Program Department-wide 	<ul style="list-style-type: none"> Implemented In Progress 	<ul style="list-style-type: none"> Began in the fall of 1998 with monitoring on-going. Implementation of the Department's Intranet infrastructure was completed in November 1999. The Electronic Transmission of Court Reports Pilot Project is scheduled for implementation at the Harbor Area Office in October 2000. The expansion department-wide of the Electronic Transmission of Court Reports will require a minimum of 800 computers as well as additional wiring and servers at a cost of approximately \$2.75 million. Additionally, four (4) "Data Systems Coordinators", at a yearly cost of approximately \$350,000, will be required.
<p>Recommendation 34: Probation management to monitor compliance with the established standard on an on-going basis to ensure that probation officers reduce late court reports and take corrective action as appropriate. (p. 33)</p>	<ul style="list-style-type: none"> See Short-term steps for Recommendation 33. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> Began in the fall of 1998 with monitoring on-going.
<p>Recommendation 35: Probation management finalize the Probation Department Network and Intranet Initiatives proposal, assign responsibility for its implementation along with expected</p>	<ul style="list-style-type: none"> Receive acceptance for the Department's Intranet Initiative Proposal from the CCJCC's Information Systems Advisory Body (ISAB) as a joint project for development and implementation. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> ISAB accepted project in July 1999. Implementation of the Department's Intranet infrastructure was completed in November 1999.

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completion dates, and monitor the implementation process. (p. 36)	<ul style="list-style-type: none"> Finalize proposal. Assign responsibility for implementation. Monitor the implementation process. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> July 1999 July 1999 On-going
Recommendation 36: Probation management to work with the Union to change the perception that typing is strictly a clerical function. (p. 37)	<ul style="list-style-type: none"> Consult with the Union to change the perception of typing as a strictly clerical function. These consultations will include discussions that Deputy Probation Officers will need to either type their own reports or use voice recognition software when it becomes available in quality sufficient for production use. 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Electronic Court Report Delivery (ECRDS) will place a PC on each DPO's desk. The PC will be equipped with Court Report templates which will enable DPOs to type and revise court reports. The ECRDS concept and pilot was approved by the Union. Implementation at the Harbor Area Office is scheduled for October 2000 and at the Santa Monica Office by the end of the fiscal year. Digital Dictation will be made available via PC and equipped with software that will enable DPOs to dictate the court report and modem the voice file to a transcriber for typing. When received from the transcriber, the DPO can make revisions on their PC. The pilot will be implemented at the Foothill Area Office by the end of the fiscal year.
Recommendation 37: If successful: Negotiate a new agreement that requires probation officers to type their own reports or use a voice recognition system as part of their job duties. (p. 37)	<ul style="list-style-type: none"> See Recommendation 36. 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Implementation date dependent on outcome of Recommendation 36.
Recommendation 38: Probation	<ul style="list-style-type: none"> Conduct work analysis of the remaining 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> In order to establish a more

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management to conduct a work analysis of adult investigations and modify the point values to accurately reflect the objective variables that control the complexity of cases as well as the amount of time required to complete the various types of investigations. (p. 38)	components of the point system.		definitive baseline, the Quality Enhancement Team conducted a study of the investigation process. Probation Management is currently in the process of reviewing the data. A meeting will be scheduled with the Union by the end of the fiscal year.
Recommendation 39: Probation management to consider hiring a consultant to assist in conducting the work analysis. (p. 38)	<ul style="list-style-type: none"> Consider hiring a consultant to assist in conducting a work analysis following the October 1999 implementation of the Court Officer Pilot Project. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> In September 1999, the Department determined that the potential cost of a consultant of \$150,000 or more would not be an effective use of resources.
Recommendation 40: Probation management to seek a change in the probation officer labor agreement that will provide for the payment of overtime for only the actual hours worked in excess of 40 hours per week. (p. 40)	<ul style="list-style-type: none"> Begin discussions with Labor that will result in the payment of overtime for only the actual hours in excess of a 40-hour week. 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Action dependent upon outcome of Recommendation 38.
Recommendation 41: Until such time as a new labor agreement is negotiated, Probation management develop monitoring procedures to ensure strict enforcement of the overtime policy mandating that all investigating probation officers achieve the quarterly high point (currently 369 points) before any probation officer receives an overtime assignment. (p. 40)	<ul style="list-style-type: none"> Increase monitoring of the distribution of court reports to achieve an even pattern of case assignments. Provide an intensive training program for Adult Investigation Assignment Clerks. Ensure the integrity of the system used to track and distribute points. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> Established weekly availability log in June 1999 to assist in achieving even pattern of case assignments. Training and procedural materials were provided in March and April 1999. An assignment coordinator remains in place.
Recommendation 42: Probation management discontinue the automatic assignment of overtime for supervisors based on their review of reports that were assigned as overtime, unless supervisors	<ul style="list-style-type: none"> Inform Local 660 that the Department intends to eliminate the practice of automatic assignment of overtime for Supervisors based on review of assigned overtime reports. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> Informed Local 660 that on July 9, 2000 the Department intends to eliminate this practice and attempted to set up a meeting, but the Union refused. On January

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actually review them working authorized overtime hours. (p. 40)	<ul style="list-style-type: none"> Begin paying overtime based on actual hours worked in excess of 40 hours per week. 	<ul style="list-style-type: none"> Implemented 	<p>27, 2000, the Department sent a letter to Local 660 informing them that the Department will cease this practice effective February 1, 2000 and will only pay overtime when a supervisor actually works in excess of 40 hours in a work week.</p>
Recommendation 43: Probation management to implement a time accountability system requiring probation officers to document each case investigated and the actual hours worked so that staff productivity can be adequately monitored. (p. 42)	<ul style="list-style-type: none"> Develop a time accountability system that requires P.O.s to document each case worked and the actual hours taken to complete the case. 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Court Officer Pilot Program provides a mechanism for assessment. Pilot project was implemented in September 1999. This pilot proved effective and has been expanded to the Adult Services Court Officer Team Program (Outcome consistent with Recommendations 38 and 40).
Recommendation 44: Probation management in conjunction with the implementation of the changes to the overtime policy, consider discontinuing the practice of not requiring probation officers to report to work once 369 points have been accumulated. (p. 42)	<ul style="list-style-type: none"> Perform a work analysis to determine if the varying investigation workload justifies the continuation of a point system as an effective means of balancing unpredictable assignments. The reassignment of 60 deputies in the Adult Services Court Officer Program to a traditional 40-hour workweek by definition will incrementally change the current methodology of assigning adult investigators. 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Action dependent upon outcome of Recommendation 38.
Recommendation 45: Probation management strengthen the Adult Probation System input controls to improve the integrity of the system's data, and monitor to ensure required data fields are completed, and to identify facilities or system users who consistently make data entry errors. (p. 43)	<ul style="list-style-type: none"> Initiate analysis to enhance the input controls of the Adult Probation System. Identify all mandatory input fields to provide for consistent data entry. Generate management exception reports to identify data entry errors or inconsistencies. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> November 1999 November 1999 Began generating multiple exception reports in November 1999 and based on findings by operational staff, the Department will determine which reports to

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			standardize.
Recommendation 46: Probation management request additional funding as necessary and implement "Violation Teams" to assist probation officers in identifying probationers who violate their conditions of probation. (p. 47)	<ul style="list-style-type: none"> Request additional funding to implement "Violation Teams" using 21 new staff. Re-direct 8 existing staff to the Violation Team Program. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> Received 6 months funding in the 1999-2000 Adopted Budget. "Violation Teams" were trained in December 1999 and began work assignments in January 2000. August 1999
Recommendation 47: Probation management implement performance standards for banked caseloads and hold probation officers accountable for adherence to these standards. (p. 48)	<ul style="list-style-type: none"> Establish performance standards. Extract data from the Adult Probation System (APS) to produce ad hoc reports to provide Directors with information to assist in holding DPOs accountable. Develop enhancements to APS to include "compliance tracking functionality" which will alert staff to possible violations, and provide monthly management reports to monitor staff compliance with standards. 	<ul style="list-style-type: none"> Implemented Implemented In Progress 	<ul style="list-style-type: none"> March 1999 Ad hoc reports to enhance management oversight began May 1999. Enhancement of APS to include "compliance tracking functionality" department-wide began in August 1999 and is scheduled for completion by January 2001.
Recommendation 48: Probation management to develop a standardized orientation process for probationers and ensure that the orientation process is documented. (p. 49)	<ul style="list-style-type: none"> Develop a standardized orientation process that includes documentation. Incorporate compliance with orientation standards within "compliance tracking functionality". Identify non-compliance with standards in monthly management reports. 	<ul style="list-style-type: none"> Implemented In Progress Implemented 	<ul style="list-style-type: none"> Directive issued March 2000. Implementation consistent with actions/dates discussed in response to Recommendation 47, Action Step 3. Implementation consistent with actions/dates discussed in response to Recommendation 47, Action Steps 1 and 2.
Recommendation 49: Monitor compliance with orientation standards and take	<ul style="list-style-type: none"> See Recommendation 48. Non-compliance with standards will result in corrective action. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> Implementation consistent with actions/dates discussed in response

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corrective action for non-compliance with standards. (p. 49)			to Recommendation 48, Action Step 3.
Recommendation 50: Probation management conduct on-going, formal monitoring of the Pomona Project to determine the degree of success and make modifications as necessary. (p. 51)	<ul style="list-style-type: none"> Complete review of the Pomona Project components. Implement pilot programs at the Criminal Courts Building (CCB) and the East San Fernando Valley (SFV) Area Offices. Conduct periodic reviews to determine degree of success. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> Review performed throughout 1998. Pilot expansions began in March and April 1999 at CCB and East SFV. As a result, the Department is currently enhancing the APS (See Recommendation 47). On-going
Recommendation 51: Probation management ensure probation officers follow-up with probationers who submit incomplete monthly Mail-in Reports. (p. 51)	<ul style="list-style-type: none"> Require DPOs to follow-up with all probationers who submit an incomplete mailer. Implement a pilot project utilizing Kiosk technology. The Kiosk pilot will require probationers on bank caseloads to report in person to provide the information currently captured using Mail-in Reports. Direct DPOs to address incomplete Kiosk responses with an immediate meeting with the probation officer. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> December 1999 The Kiosk Pilot Project was implemented in May 2000. This pilot is estimated at \$0.2 million and expansion will cost approximately \$1.3 million. May 2000
Recommendation 52: Probation management to require probation officers with specialty caseloads to monitor probationer's progress and enforce court ordered conditions of probation. (p. 54)	<ul style="list-style-type: none"> Reinforce with DPOs that the Department will closely monitor all caseloads to ensure that probation officers are adhering to standards. Form an internal audit team to monitor the effectiveness of probation officers' compliance with these standards. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> On-going review of caseloads based on various Directives relating to standards. The Compliance Team is continuing in its review of all caseload types. Management is notified whenever areas of non-compliance of standards are identified. Appropriate corrective action is then implemented. Quality Enhancement Team formed in 1998. Violation Team in place August 1999 and expanded in January 2000.

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	<ul style="list-style-type: none"> Take corrective action as necessary to enforce minimum Departmental guidelines. Enhance automation to obtain management information to monitor performance outcomes. 	<ul style="list-style-type: none"> Implemented In Progress 	<ul style="list-style-type: none"> On-going Enhancement of APS is scheduled for completion by January 2001 (See Recommendation 47). The development and implementation of this functionality has been impacted by other Departmental priorities causing delays in the completion date.
Recommendation 53: Probation management to ensure probation officers are adequately trained to properly manage their assigned cases. (p. 54)	<ul style="list-style-type: none"> Emphasize training in Fiscal Year 1999-00 on the use of the Adult Probation System (APS) as an effective caseload management tool. Mandate training that includes minimum case management standards for each specific caseload type. In addition, each DPO will receive one (1) to three (3) days of APS training based on their score on pre and post tests. High scorers on the pre-test will receive one (1) day of training. Low scorers on the pre-test will receive two (2) days of training. Low scorers on the post-test will receive an additional day of training. 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> Classes mandated for FY 1999-00. Classes mandated for FY 1999-00. In July 1999, a training needs assessment was conducted. Evaluation of training needs is an on-going process. <p>Four additional SDPO positions will be needed to provide current and on-going training.</p>
Recommendation 54: Probation management to regularly monitor probation officer caseloads to identify problem areas and take corrective action. (p. 54)	<ul style="list-style-type: none"> Require on-going monitoring of caseloads at the Bureau Chief level. Initiate corrective action when appropriate. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> Began July 1999 – Ad hoc reporting and oversight by Bureau Chief, followed by distribution of reports for corrective action.
Recommendation 55: Probation management to develop procedures to ensure the probation officers update the Adult Probation System for all court ordered financial obligations. (p. 54)	<ul style="list-style-type: none"> Enhance procedures to ensure that probation officers update the Adult Probation System for all court ordered financial obligations. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> Directive issued January 1999 mandating officers use of automated systems. Union agreement obtained contingent on training for all staff. Training

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	<ul style="list-style-type: none"> Monitor compliance with procedural requirements and impose sanctions when not met. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> completed in June 2000. On-going
Recommendation 56: Probation management finalize the draft Adult Supervision Manual and issue it as soon as possible. (p. 54)	<ul style="list-style-type: none"> The draft manual has been finalized and will be issued subsequent to meetings with the operative unions. 	<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Adult manual was made available on the Department's Intranet in November 1999 and a hardcopy form is scheduled to be published by October 31, 2000.
Recommendation 57: Probation management require probation officers to properly utilize the Adult Probation System chronological screens and ensure that: <ul style="list-style-type: none"> Entries are made to a probationer's case file to document the level of supervision provided. Entries avoid excessive use of abbreviations and acronyms and contain sufficient detail to provide a record of the event. Entries are followed up on in a timely manner and updated as appropriate. (p. 56) 	<ul style="list-style-type: none"> Emphasize in the Fiscal Year 1999-00 training program the use of the Adult Probation System as an effective caseload management tool. Require supervisors to monitor to ensure that all appropriate entries will be made to the probationer's case file in a timely manner, and that DPOs avoid excessive use of abbreviations and acronyms. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> Classes mandated for FY 1999-00. November 1999 with monitoring on-going.
Recommendation 58: Probation management to ensure that any reports generated from the Adult Probation System will contain sufficient detail regarding the probationer's case in order to enable the courts to make an informed decision without requesting an additional report. (p. 57)	<ul style="list-style-type: none"> Discuss with the courts the information necessary to allow them to make a decision on a case. Review reports generated from automated systems, such as the Caseload Management System (CMS), to ensure they contain sufficient details for the court to make an informed decision. Monitor the courts' satisfaction with report quality and initiate corrective action as 	<ul style="list-style-type: none"> Implemented Implemented Implemented 	<ul style="list-style-type: none"> December 1999 December 1999 On-going monitoring began December 1999. A measure of the

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	appropriate.		courts' improving satisfaction is demonstrated by the fact that the number of complaints has significantly diminished. Court Officers have been added to the day-to-day operations of the courts allowing for rapid feedback with regard to the sufficiency of court report detail.
Recommendation 59: Probation management to provide probation officers with the training necessary to enable them to properly navigate through the modified Adult Probation System case management tools. (p. 57)	<ul style="list-style-type: none"> As stated in the response to Recommendation 53, the emphasis for training in Fiscal Year 1999-00 will be on the use of the Adult Probation System as an effective caseload management tool. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> Classes mandated for FY 1999-00.
Recommendation 60: Probation management ensure that the Adult Probation System is updated to include each probationer's risk assessment score. (p. 58)	<ul style="list-style-type: none"> As stated in response to Recommendation 45, data entry, including Risk Assessment scores, will be a mandatory field within the Adult Probation System. Supervisors monitor for compliance. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 On-going
Recommendation 61: Probation management require that supervisors approve the "Out-of-Office County Business Itinerary" prior to the employee leaving the office. (p. 59)	<ul style="list-style-type: none"> Begin discussions with employee unions. Monitor for use. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> In accordance with our agreement with Local 660 in November 1999, managers shall monitor the availability and routine use of the itineraries and if an employee is not in compliance or discrepancies arise, varying levels of corrective action are in place. On-going
Recommendation 62: Probation management to ensure that staff adhere to Probation Directive Number 739, "Out-of-Office County Business Itinerary Form, Mileage Claim and Mileage Report." (p. 59)	<ul style="list-style-type: none"> Require Probation management to audit for compliance. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> November 1999 - Implementation consistent with Recommendation 61.

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Recommendation 63: Probation management to consider incorporating a sign-in and out list to provide a permanent record of probation officer time accountability while in an area office. (p. 59)	<ul style="list-style-type: none"> Meet and consults with the Unions. Establish policy and communicate it to staff. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> In light of the Department's implementation of the Itinerary Form and the fact that there is an existing sign-in procedure, the Department believes these steps are sufficient to meet the objective of this recommendation.
Recommendation 64: Probation management to monitor probation officer compliance to established time accountability procedures. (p. 59)	<ul style="list-style-type: none"> Require Probation management to monitor DPO compliance with time accountability procedures. Require managers to generate monthly reports on the level of compliance. Where compliance has not been demonstrated, management shall indicate what corrective action was taken. 	<ul style="list-style-type: none"> Implemented Implemented 	<ul style="list-style-type: none"> November 1999 November 1999 <p>Implementation consistent with Recommendations 61 and 62.</p>
Recommendation 65: Probation management ensure that the Grant Services Office has a sufficient number of qualified staff to properly administer grant programs. (p. 61)	<ul style="list-style-type: none"> Assess feasibility of using operation positions (i.e. Deputy Probation Officer series) in administrative functions. Identify appropriate feeder classifications from which to appoint qualified staff to properly administer grant funds. Establish Grant Monitoring Procedures to ensure grant programs are administered appropriately. Periodically compare staffing levels to "workload requirements" to effectively monitor grant programs/funds. 	<ul style="list-style-type: none"> Implemented Implemented Implemented Implemented 	<ul style="list-style-type: none"> September 1999 September 1999 May 1999 May 1999 - Comparison to be performed annually.
Recommendation 66: Probation management require the use of the grant assessment table when selecting grants for the Department. (p. 61)	Required use of a Grant Assessment Form was implemented. The Assessment Form is completed by a designated member of the respective Bureau and signed by the Bureau Chief. The Form is then submitted to the Department's Executive Leadership Team for consideration/approval. The form requires a commitment regarding departmental issues, operational considerations, funding considerations, community interest, and applicable requirements as they relate to the	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> May 1999

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	proposed program.		
Recommendation 67: Probation management conduct timely evaluations and follow up reviews of grant programs in accordance with grant requirement. (p. 62)	Probation revised its Grant Program Evaluation and Monitoring instrument to include a: 1) Problem Expenditure requirement to ensure full use of grant funds, and 2) Compliance Monitoring requirement to ensure mandated State or federal reports or other evaluations are completed timely. A notation will be made when no evaluation is required.	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> May 1999
Recommendation 68: The Chief Probation Officer develop and implement appropriate strategies to change the Probation Department's organizational culture to one that is more responsive to change. (p. 63)	<ul style="list-style-type: none"> The management reorganization and service enhancements initiated based on the Department's identification of operational deficiencies have resulted in the achievement of specific operational goals. 	<ul style="list-style-type: none"> Implemented 	<ul style="list-style-type: none"> Implemented June 1999 based on achievement of fiscal year operational goals.

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LIST OF RECOMMENDATIONS REVIEWED

Juvenile Services

Recommendation #1: (Implemented)

Emphasize the merits of the Residential Treatment program and maintain modules as a requisite of a minor's progression through the Treatment program,

Recommendation #3: (Implemented)

Cross-train staff to ensure minors receive all required modules.

Recommendation #4: (In-progress)

Hold camp directors responsible for providing program services to minors.

Recommendation #11: (Implemented)

Hold Aftercare Probation Offices responsible for completing the R.A.N./caseplan.

Juvenile Educational Services

Recommendation #19: (Implemented)

Minimize the use of minors in performing orderly duties during school hours.

Recommendation #20: (Implemented)

Monitor school attendance to ensure minors are receiving at least the minimum required daily minutes of education each school day.

Recommendation #21: (Implemented)

Schedule school movements to ensure little interference with minors receiving the maximum amount of education each school day.

Recommendation #26: (Implemented)

Request notification from the Juvenile Court & Community Schools whenever a minor fails to report to his/her designated Community Education Center.

Recommendation #27: (Implemented)

Ensure that minors continue to be referred for special needs and/or counseling.

Adult Investigation

Recommendation #33: (In-progress)

Develop both short and long-term strategies for increasing the timely submission of probation officer investigation reports to the courts.

Recommendation #34: (Implemented)

Monitor probation officers to ensure compliance with established standards to ensure the probation officers reduce late court reports, taking appropriate action as appropriate.

Recommendation #35: (Implemented)

Finalize the Department's Network and Intranet Initiatives proposals.

Recommendation #43: (In-Progress)

Implement a time management accountability system that will allow management to monitor staff productivity.

LIST OF RECOMMENDATIONS REVIEWED

Recommendation #45 (Implemented)

Improve the integrity of the Adult Probation System by improving input controls.

Adult Supervision

Recommendation #46 (Implemented)

Request additional funding to implement "Violation Teams" to assist probation officers in identifying probationers who violate their conditions of probation.

Recommendation #48 (In-progress)

Standardize the probationer orientation process and ensure that the process is documented.

Recommendation #49 (Implemented)

Monitor probation officer compliance with orientation standards.

Recommendation #51 (Implemented)

Probation officers follow-up with probationers who submit incomplete monthly mail-in reports.

Recommendation #52 (In-progress)

Require probation officers with specialty caseloads to monitor probationer's progress and enforce court ordered conditions of probation.

Recommendation # 57 (Implemented)

Require that probation officers properly utilize the Adult Probation System by making entries that document the level of supervision provided to probationers.

Recommendation #59 (Implemented)

Provide probation officers with sufficient training to allow them to properly navigate through the Adult Probation System.

Recommendation #61 (Implemented)

Probation officers complete the "Out-of-Office County Business Itinerary" prior to the probation officer leaving the office.

Recommendation #62 (Implemented)

Ensure probation officers adhere to Probation directive #739 which incorporates regulations involving documenting trips out of the office.

Recommendation #64 (Implemented)

Monitor probation officer compliance with established time accountability procedures.

Grants

Recommendation #65 (Implemented)

Ensure that the Grant Services Office has a sufficient number of qualified staff to properly administer grant programs.